



## Coast Guard Academy Board of Trustees

### Board of Trustees

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### U.S. Coast Guard Academy Board of Trustees

#### Spring 2004 Meeting

The Spring 2004 Board of Trustees (the Board) meeting was held at the U. S. Coast Guard Academy from 01-02 April 2004. General themes of strategic planning, committee assignments, and resource management guided much of the discussion.

#### In attendance:

RADM Venuto  
RADM Olsen  
RADM Brice-O'Hara  
RADM Brown  
RADM Busick (Ret.)  
VADM Costello (Ret.)  
RADM Gilmour  
Dr. Heiner  
Mr. Horowitz  
RADM Houck  
COMMO Melera  
RADM Pearson  
Mr. Yoest

Three methods were used to gather and share information during the two-day meeting:

- (1) General board discussion and committee outbriefs
- (2) Presentations from various groups or individuals (e.g., CGA legal staff, Director of Admissions, etc.)
- (3) Board committee meetings with CGA stakeholders (e.g., LDC staff, cadets, Commandant of Cadets, Company CPO's, etc.)

The two-day meeting officially began at 1200 on 01 April 2004. Academy and LDC staff provided the following briefs: Admissions update, CGA Balanced Scorecard Map update, HLS Conference and New War Threat update, and LDC course initiatives (e.g., LAMS expansion, CMC and Command Staff Course creation).

Board committees provided the following outbriefs: Academic Affairs, Governance, Leadership and Professional Development, Resources, Facilities, and Special Select Admissions.

### **Overview – Introduction**

RADM Venuto opened the Board meeting by thanking all Board members for participating. Admiral Olsen concurred with the Chairman's welcoming remarks and stated that it has been a good year for Academy faculty placement. The CGA hired a new Dean of Academics and Director of Institutional Research. RADM Olsen expressed gratitude to RADM Brown and Commodore Melera for their professionalism and efforts employed to fill the Dean vacancy.

### **Committee Review and Assignments**

RADM Venuto consolidated Trustee input for the revised charter (Enclosure 1) and the new Chairperson and Trustee job descriptions (Enclosures 2 and 3, respectively). The Board ultimately voted to approve all three documents. On a separate note, the Board unanimously agreed on the importance of principle committee director involvement in each Board meeting to maintain Board continuity.

The Board discussed dissolving the Governance committee because the work performed by the committee was duplicative of the work done by the Chairman and the Board as a whole. Dr. Dunn, acting Dean, confirmed that the dissolution of the Governance committee would not affect NEASC accreditation if the Board continued to engage in Governance activities. The Board unanimously voted to abolish the Governance committee.

Several members suggested combining the Resources and Facilities committees. The Board agreed that although the Resources and Facilities committee issues were often related, the committees should remain separate otherwise facility issues could supercede all other resource demands. The Board also discussed adding the function of CGA advancement into the Resources committee and creating a separate Marketing and Advertisement committee. The Chairman of the Resources committee stated, and the Board agreed, that the notion of advancement was included in the Resources committee charter. Additionally, the Board concurred that funding and marketing are not specific to any committee, but are the responsibility of the Board as a whole. The Board unanimously concluded that advancement activities should not be added to the Resources committee and that there was no need for a Marketing and Advertisement committee. Based on the dissolution of the Governance committee and the Board recommendation to create a special committee on admissions to address the challenges of diversity and the general trend of declining applications, RADM Venuto directed reassignment of committee positions and the creation of a Special Select Admissions committee.

The Board discussed agenda items for the next year. The following agenda items were approved:

- Review of the new Dean's performance
- Review of NEASC-self evaluation (library to be included)
- Follow-up of CGA Admission results to increase overall candidate pool and improve diversity
- Examine sufficient staffing standards for CGA faculty, administration and support functions
- Examine the implications of the first tour assignment policies for junior officers on the current curricula
- Validate the long-range resource strategic plan by Resource Committee (report due out next fall)
- Advocate combined DHS/CG Executive and Senior Management Development and Homeland Security Strategic Training
- Support the Leadership and Management Department's AACSB accreditation progress
- Monitor implications of student loading on academic performance, retention and recruiting
- Reinvigorate the Board of Visitors

### **Commandants Strategic Guidance Update**

RADM Olsen drafted an updated Commandant Strategic Guidance that aligns with the Enterprise Leadership Architecture. The Superintendent's main focus was to cull out expired issues, focus on standards and curriculum management, and to keep performance focused on desired outcomes. The Board recommended adding the Board of Visitors and infrastructure concerns to the Guidance. Additionally, the Board recommended incorporating a strategic statement regarding a DHS partnership for mid-level leadership development that could possibly lead to an HLS Institute. Dr. Dunn reiterated the need for the guidance as a necessary item for NEASC. RADM Olsen also stated that the strategic statement is the foundation for the strategic map, both internally and externally. The Board recommended adding a statement that expresses the importance of continually assessing the ongoing facility and adequacy of infrastructure to meet the mission and performance requirements of the CGA. The draft document will be forwarded to you once the Board completes the final review.

### **Way Forward with HLS and LDC**

CGA instructor CDR Joe Vorbach briefed the results of the recent HLS conference and communicated the positive feedback gained from several participating government agencies. CGA invested \$160K in SCANTS improvements and the CGA Director of MTS (newly transferred from G-MWP to G-CCX) continues to train on the Incident Command System (ICS). The ICS helps cadets view maritime security from an interagency perspective. The CGA continues to build a database on national HLS training and certification programs. The Board concluded that the CGA needs to position itself in an HLS Leadership training niche at the strategic level.

CAPT Marshall reported on the success of LAMS and its ability to train students across many grades/ranks (target ranks remain E5, O2, all-AUX & CIV). He stated the per student LAMS cost is \$38, making it an extremely efficient and effective Coast Guard leadership

development course. The LDC also reported on the creation of the CMC and Command & Staff School, as well as efforts to improve the Flag/SES Executive Development Course. CAPT Marshall emphasized the symbiotic nature between the LDC and CGA, and the full integration of the LDC into CGA.

### **Committee Reports**

**Academic Affairs Committee:** Committee discussions revolved around three key areas: staffing issues; increasing cadet interest in technical degrees, especially electrical engineering; and the Dean's initiative to provide more flexibility in cadet academic programs through a reduction in credits required for graduation. The committee developed a resolution to support the development of a staffing model that was unanimously approved by the Board.

Additionally, the committee agreed to: assist the Superintendent, as desired, in developing a process to evaluate the new Dean's performance in the first year of employment; and monitor DHS proposals for conversion of the faculty to a new job evaluation, pay and performance management system during the second phase of MAX HR.

**Governance Committee:** CAPT Bibeau reported on the effects of Grutter vs. University of Michigan on diversity admissions. The law has led to an increase in competition for minority admissions. That, coupled with a decrease in CGA recruiting funding, has made it difficult to increase the minority candidate pool. A Legislative Change Proposal has been submitted, however until its approval the CGA Director of Admissions predicts minority admissions will become more challenging.

**Leadership & Professional Development Committee:** The committee will continue to review the CGA Strategic Map Summary and Leadership Development System. Both items are red on the CGA Balanced Score Card.

**Resources Committee:** The committee reported little progress in closing the appropriated funds gap. CDR Steve Finton, the CGA Comptroller, reported on the committee's three future objectives: 1) Continued development of a long-range resource strategy; 2) Creation of a USNA Foundation equivalent capital campaign experience; and 3) Presentation of CGA Alumni and CG Foundation "art of the possible."

The Board received a report from the resource committee on the development of the long-range resources strategic plan, modeled after the Naval Academy's strategic plan. This plan will implement an approved recommendation from the Board's April 2002 report, "The Board's Aspirations for the Coast Guard Academy". Plan development will include participation by representatives of the Alumni Association and Coast Guard Foundation (similar to the successful approach taken by the Naval Academy). The resource committee discussed the need for the Commandant to express to the Association and Foundation his desire for greater margin of excellence support, as well as support for the long-range strategic planning process. Accordingly, the resource committee urges the Board Chairman to obtain the Commandant's concurrence with this effort, and to request the Commandant to communicate his support to the Alumni Association and Coast Guard Foundation.

**Facilities Committee:** The facilities committee continues to concentrate on three main themes: 1) Development of an updated master plan (which includes a capital improvements plan and

reflects post 9/11 resource execution priorities); 2) Acquire or obtain right of first refusal for Riverside Park; and 3) Reviewing the Academy portfolio of projects in light of the AC&I and AFC 43 funding threshold changes. Other specific goals of the committee include: increased interaction with the resources committee, development of an IT infrastructure re-capitalization plan, completion of design for track renovation project by Dec04, and start of the master planning process prior to the next Board meeting.

**Special Select Admissions:** CAPT Bibeau stated that AY08 admissions are on track with last year's percentages; average SAT scores are higher at 1288 (includes all prep school students), and the average AIM and MITE applications are expected to more than triple. The number of minority applications, however, continues to drop slightly. As the new IT capital investments take effect, the committee expects the development of a new survey, with database, to analyze the reasons why applicants decline an appointment.

### Next Meetings

Future meetings are planned for:

<u>AY04/05</u>	<u>AY05/06</u>	<u>AY06/07</u>
<i>18-19 Nov 04</i>	<i>17-18 Nov 05</i>	<i>16-17 Nov 06</i>
<i>28 Jan 05</i>	<i>27 Jan 06</i>	<i>26 Jan 07</i>
<i>07-08 Apr 05</i>	<i>06-07 Apr 06</i>	<i>05-06 Apr 07</i>

K. T. Venuto  
Chairman

Encl: (1) Revised Charter  
(2) Chairperson Job Description  
(3) Trustee Job Description

Resolutions: AY03/04-4 Resolution to Support the Development of a CGA Staffing Model  
AY03/04-5 Resolution in Recognition of Dr. Howard C. Dunn, JR.